

Strategic Plan 2016-2020

Youth Vision Society

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2016-2020

1.Introduction

1.1 Society Information

Association Name : Youth Vision Society

Association address: Al-Naser St., Al-Remal, Gaza.

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Establishment: 2009

1.2 Background on the society

Youth vision Society (YVS) is an independent Palestinian Youth Organization, established in 2009, registered at Ministry of Interior as a non-profit organization. YVS works in the field of youth empowerment, culture, arts, human rights, social improvement and civic participation. Youth, community leaders, women and representative of syndicates and unions have been targeted for different programs. YVS adopts participatory rapid approach in decision making. YVS conducts regular public consultation and participation meetings trying to set priorities in order to respond precisely to the needs of the youth.

The society is managed by a group of specialists and team of volunteers, who seek to implement many responsive projects and activities to improve the quality of life of their target group.

3. Methodology and steps of the preparation of the strategic plan

YVS, with actual involvement of stakeholders (sister organizations, target group representatives, BoD and Executive team). The active participation methodology was used for all stakeholders and dynamic learning during the gathering of information about the needs of the association. The technique of triangulation and cross-checking was applied, and it was ascertained during the collection of information about the needs of the association Based on the criteria in the BONAT questionnaire and adopted the triangulation approach to:

- Initial information sources (BONAT questionnaire and a series of interviews with the Board of Directors and the Executive Director, with partner institutions, focused groups with staff and focused groups with the beneficiaries of the Society's services and observation);
- The team divided the work into a series of steps so that each step constitutes an introduction to the **next step**:
 - ✎ Stakeholders have been identified by the Youth Vision Association;
 - ✎ The needs of the beneficiary groups were assessed by analyzing the **problem tree** based on the principle of the relationship between the causes of the problem and its impact, with attention to gender issues and focusing on the needs of each type and their priorities in terms of practical and strategic;

- ✎ The institutional capacity needs of the Association were assessed using the criteria mentioned in the BONAT questionnaire.
- ✎ Qualitative information collected through interviews and focused groups was analyzed using content analysis as well as analysis of capacity assessment questionnaires, integration of findings and access to conclusions;
- ✎ Based on an assessment of the institutional capacity needs of the Association, weaknesses and strengths were identified in the internal environment of the Youth Vision Society;
- ✎ The Strategic Analysis Matrix (SWOT) of the Association was concluded;
- ✎ Strategic objectives of the Association have been developed within the framework of its vision;
- ✎ Developmental programs have been designed for the Association, which focuses on building their capacity and empowering their target groups in the context of the transition to change and community development;
- ✎ The logical framework matrix for each program (general objective, specific objectives, outputs, performance measurement indicators, verification sources and assumptions / risks) has been developed;

4. Target groups and areas :

4.1 Target groups:

- Youth (Males and Females).
- Women
- Children

4.2 Target areas:

The Gaza Strip with special focusing on areas with refugees.

5. SWOT Analysis

5.1 Analysis of the internal environment:

The main points of the analysis included:

1. Management includes the following sub-dimension: (Governance and Direction, Planning, Administrative Affairs, Information Systems, Continuous Improvements);
2. Implementation of programs. It includes the following sub-themes: (expertise, comparative advantage, program development, monitoring and evaluation, sustainability);
3. Human resources. It covers the following sub-dimension: (Organizational Structure, Staff, Foundation Culture, Diversity, inclusion and Human Resources Management);
4. External Relations. It includes the following sub-dimension: (relations with the community and the target audience, relations with government, networking and coordination, relations with the media, advocacy);
5. Finance. It includes the following sub-dimension: (budgeting, fundraising, procurement, accounting, compliance).

In order to obtain objective and confirmed information about the five axes, the consultant conducted a series of interviews with the Board of Directors and the Executive Director, with

the partner institutions and a group focusing on the group's staff, The qualitative information was analyzed using content analysis, analysis of the questionnaire and classification of the results. It was found that there are a number of internal strengths that the association has to maintain and invest in achieving the mission and vision of the association. Also, there are a number of weaknesses that need to be improved by integrating them into the strategic plan 2018 - 2020.

Strengths and weaknesses points of the Association include:

Strength points	Weakness points
<ul style="list-style-type: none"> ○ There is a board of directors of 7 members of different backgrounds in addition to an executive board that carries out the programs and activities of the society. ○ Suitable support management services are available at the society. ○ The team working in the association to keep pace with the technological development and attention in the general appearance of the Society , the Society has a furniture, meeting room and training rooms of beautiful geometric character to contribute to the recovery and comfort of workers in addition to visitors . ○ A strategic and operational planning conducted on regular bases. ○ Highly experienced staff are involved in the planning process. ○ The institution will benefit from reviewing the previous plans and taking into account differences in the work of the new plan. ○ YVS has a volunteer program which is adopted by the Society in selecting new and continuous energies whenever it wants. The society contributes to the development of these energies through various training. ○ The target groups can easily access and benefit from the services provided by the society through the website of the electronic society and advertisings of the society in hospitals and public places as well as through social networking pages. ○ There is a good relationship with all relevant governmental institutions and there is an appreciation of the role of the association . ○ Computerized financial system in place. 	<ul style="list-style-type: none"> ○ There is a need for an administrative system of the association. ○ There is a need to provide sources of information to enable the society to implement its programs and provide its services properly. ○ Inadequate involvement of target groups in the needs identification process with the need to conduct the needs identification process periodically. ○ There is a need to measure the impact of projects periodically. ○ Inadequate monitoring and evaluation policies and practices. ○ There is a need to develop systems that ensure the continuity of the programs of the society in the medium and long term. ○ There is a need for a special administrative manual for the association. ○ The Society does not have a strategy for advocacy in the main areas of its work . ○ There is a need for a guide to the financial procedures of the society. ○ The association has not been able to access multiple sources of funding to support its activities over the past three years. ○ There is a need to improve the capacity of the society to design project proposals. ○ There is a need for an effective fundraising strategy.
Opportunities	Threats
<ul style="list-style-type: none"> ○ Having excellent relations with the NGOs in Gaza Strip; ○ The widespread of the institution in the southern Gaza Strip; ○ Specialization in the target group and the existence of many needs for them; ○ Community trust in the association; ○ The credibility of the association in dealing with beneficiaries and donors. 	<ul style="list-style-type: none"> ○ Lack of the diverse sources of funding due to the interest of financiers in other regions, which led to the scarcity of financial support to non-governmental institutions; ○ The existence of conflict in the Middle East is more needed and priority for financiers;

6.Vision, mission, values and strategic objectives

Vision:

Youth Vision Society aims to play an effective leadership role in developing the Palestinian community and participating in a distinct community work.

Mission:

Youth Vision Society is a non-profit Palestinian independent association strives to increase the ability of youth, children and women in order to make them more determined and able to develop a safe Palestinian community through institutional capacity development programs, youth empowerment, women development and child Protection in light of the principles of human rights, which include commitment to the rule of law, transparency, tolerance, justice and equality, and focus on participation and empowerment of marginalized groups.

Values

The Institution is committed to implementing its vision and mission with the following values:

- Rights based approach
- Non-discrimination policy (inclusion for people with disability).
- Participatory Rapid Approach.
- Continuous development of quality of provided service.
- Respect for all political and ideological attitudes.
- Promote team spirit and volunteerism.
- Participation and partnership.
- Human rights.
- National heritage.
- Strategic goals of the Society.

Strategic objectives of the Institution:

1. To contribute in the development of the organizational capacities of the Youth Vision Society.
2. To contribute in youth empowerment and enhance their community participation.
3. To contribute in women empowerment and address their needs, concerns and priorities as community public debate.
4. To contribute in child protection interventions through the development of children's abilities and skills.

5 The institution's programs (2016- 2020)

1st program: Development of institutional capacities program

Detailed logical framework:

Logical intervention	Indicators	Means of verifications	Assumptions
1st strategic objective: To contribute in the development of the organizational capacities of the Youth Vision Society			
Target 1.1 Build the capacities of YVS team	<ul style="list-style-type: none"> - The number of the association staff whose management capabilities have been developed. - The number of persons benefiting from the association 	<ul style="list-style-type: none"> - Progress report - The final report - Evaluation report 	<ul style="list-style-type: none"> - Stability of the political situation. - Stability of the internal security situation. - Ease the siege on the Gaza Strip - The existence of required materials for the activities of the Association and the stability of prices - Community focus on development services - The ability of the association to attract a well-qualified staff
Output 1.1.1: Training the staff of YVS on specialized management skills	(20) of the staff improve their knowledge and abilities on the following specialized management skills: <ul style="list-style-type: none"> - Strategic Management (40 training hours) - Management of non-governmental organizations (30 training hours) - Fundraising (40 training hours) - Writing reports (10 training hours) - Financial Management (20 training hours) 	<ul style="list-style-type: none"> - List of trainees. - Evaluation of training. - Training report 	
Output 1.1.2: Training the staff of YVS and partners on reducing violence against children	(20) of YVS staff and partners improve their knowledge and abilities on the followings: <ul style="list-style-type: none"> - Skills of dealing with children (30 training hours) - Children's rights and how to deal with them (30 training hours) 	<ul style="list-style-type: none"> - List of trainees. - Evaluation of training. - Training report 	

Logical intervention	Indicators	Means of verifications	Assumptions
Target 1.2: Increase the actual involvement of target groups at decision making level.	<ul style="list-style-type: none"> - Better understanding of the priorities of target groups issues. - Developing the level of planning, decision-making and policies related to the needs of the target groups in the southern Gaza Strip. 	<ul style="list-style-type: none"> - Progress report - The final report - Evaluation report 	<ul style="list-style-type: none"> - Fund available - YVS show high commitment
Output 1.2.1	- A developed database for the target groups	- Progress report	

Developing a database on the target groups of Youth Vision Society		<ul style="list-style-type: none"> - The final report - Database for the target groups 	
Output 1.2.2 Youth Vision Society staff have been trained in participatory applied research	10 members of the staff attended 25 training hours on participatory applied research and public opinion polls annually.	<ul style="list-style-type: none"> - Progress report - The final report - Training Manual - List of trainees - Training evaluation - Training Report 	
Output 1.2.3 conducting participatory applied research on the needs of target groups in the southern Gaza Strip.	<ul style="list-style-type: none"> -An annual report on participatory applied research on the needs of target groups in the southern Gaza Strip. -500 copies of the participatory applied research have been printed and distributed. 	<ul style="list-style-type: none"> - Progress report - The final report - Research report 	
Output 1.2.4 Self-assessment of the results and impact of the Association's programs on target groups and society	An annual self-assessment report on the appropriateness of the association's programs	<ul style="list-style-type: none"> - Progress report - The final report - self-assessment report 	
Output 1.2.5 Organizing workshops to present participatory research results	Organizing a workshop to present the results of participatory research	<ul style="list-style-type: none"> - Progress report - Final report - Workshop report 	
Output 1.2.6 Developed computerized system for YVS to ensure effectiveness and efficiency	Build and develop computerized system for VYS covering the data base, project management, HR, financial system	<ul style="list-style-type: none"> - System - Handover report - Orientation session report 	

2nd Program: Youth Empowerment Program (2016-2020)

Detailed logical framework:

Logical intervention	Indicators	Means of verifications	Assumptions
2nd strategic objectives: To contribute in youth empowerment and enhance their community participation.			
Target 2.1 develop the resources of Youth Vision Center	The number of vulnerable youth who benefit from Youth Vision Center	<ul style="list-style-type: none"> - Progress report - The final report - Evaluation report 	-Stability of the political situation. - Decreased Israeli attacks - the opening crossings - Decreased internal security disturbances - Improving the economic and financial conditions affecting the work of the Association and partners, especially with materials and price fluctuations - Ability to attract a well-qualified staff.
Output 2.1.1: Development of computer lab for Youth Vision Center	A Computer lab is developed and equipped	<ul style="list-style-type: none"> - Progress report - The final report - purchase bills 	
Output 2.1.2 creating a library for Youth Vision Center	A library has been established and consists of: - (200) books annually - (200) e-books annually	<ul style="list-style-type: none"> - Progress report - the final report - purchase bills 	
Output 2.1.3: Creative youth have participated in literary and cultural meetings.	<ul style="list-style-type: none"> - 50 creative young people participated in literary meetings annually. - 50 creative young people participated in cultural evenings annually. 	<ul style="list-style-type: none"> - Progress report - The final report 	
Target 2.2: Develop incubator for youth (entrepreneurship and outsourcing)	Establishment of incubator (entrepreneurship and outsourcing) for youth	<ul style="list-style-type: none"> - Progress report - The final report - Evaluation report 	
Output 2.2.1 Criteria for choosing creative ideas developed	selection criteria endorsed	<ul style="list-style-type: none"> - Progress report - The final report - selection criteria report 	

Target 2.3 Improve civic knowledge and life skills for youth	- Number / percentage of youth who have improved their civic knowledge and life skills	- Progress report - The final report - Evaluation report	
Output 2.3.1: The marginalized youth have been trained on civic knowledge and life skills	(50) marginalized youth trained on civic knowledge and life skills: principles of citizenship, human rights, volunteering, community work, respect for pluralism and environmental protection, as well as psychosocial and behavioral skills, reflective skills such as problem solving, critical thinking and personal skills such as leadership, self-promotion, tolerance, ability to make decisions, communication skills and time management.	- Progress reports - The final report - List of trainees - Training Manual - Training Report - Training evaluation	
Target 2.4: Improve socio-psychological status among marginalized youth in the Gaza Strip	- The number / percentage of young people whose family relations have improved. - The number / percentage of young people whose positive behavior has improved in society. - The number / percentage of young people who have decreased stress and anxiety and become more positive	- Progress reports - The final report - Evaluation report	
Output 2.4.1: The marginalized youth were trained in brain and body exercises	- (300) marginalized youth were trained on mind and body exercises with (24) training hours. - (300) marginalized youth have received a water treatment service.	- Progress reports - The final report - List of trainees - Report & evaluation	
Output 2.4.2 marginalized youth participated in group and individual psychosocial support sessions	- (300) marginalized youth participated in group psychosocial support sessions, 25 youth per group, 8 sessions for each group and 90 minutes for each one - (300) marginalized youth participated in outdoor open days	- Progress reports - The final report - List of participants in the sessions	
Target 2.5: Promoting youth	At least 50% of young people who received training received jobs or started small businesses.	- Progress reports - The final report	

access to employment and development -		- Evaluation report	
Output 2.5.1 Young people have been trained on the needs of the labor market planning, leadership, writing CV, job interviews, communication, problem solving, teamwork and writing reports	25 youth have been trained on the needs of the labor market planning, leadership, writing CV, job interviews, communication, problem solving, teamwork and writing reports	<ul style="list-style-type: none"> - Progress reports - -the final report - List of trainees Training manual - Training report - Evaluation of training 	
Output 2.5.2 The marginalized youth have been trained on how to start a new income-generating project	(50) marginalized youth trained on how to start a new income-generating project such as project selection, feasibility study, marketing and financial management)	<ul style="list-style-type: none"> - Progress reports - The final report - List of trainees - Training Manual - Training Report - Evaluation of training 	
Output 2.5.3 Marginalized youth have received professional training	(25) marginalized youth trained in the maintenance of mobile, computer and television.	<ul style="list-style-type: none"> - Progress reports - -the final report - List of trainees - Training Manual training - Report - Evaluation of training 	

3rd Program: Women's Development Program (2016-2020)

Detailed logical framework

Logical Intervention	Indicators	Means of verifications	Assumptions
3rd strategic objective: To contribute in women empowerment and address their needs, concerns and priorities as community public debate.			
Target 3.1: Develop marginalized women's awareness about civic knowledge, life skills, public health and nutrition issues	A number of women has developed their awareness of civic knowledge, life skills, and issues related to public health and nutrition.	<ul style="list-style-type: none"> - the final report - Evaluation Report - Success stories - Progress report 	Stability of the political situation. - Decreased Israeli attacks
Output 3.1.1: Women have been trained in civic knowledge	<ul style="list-style-type: none"> - 100 women have been trained on gender issues and violence against women annually. - 100 women have been trained in civil knowledge such as human rights, citizenship principles and conflict resolution annually. - 100 women have been trained in domestic violence. 	<ul style="list-style-type: none"> - Progress report - the final report - Training material - List of trainees - Evaluation of training 	- the opening crossings - Decreased internal security disturbances
Output 3.1.2: Women have been trained on life skills	100 women have been trained in life skills such as communication, time management, planning, problem solving, leadership, and making personal decisions about their lives annually.	<ul style="list-style-type: none"> - Progress report - the final report - Training material - List of trainees - Evaluation of training 	- Improving the economic and financial conditions affecting the work of the
Output 3.1.3: Marginalized women	- (100) marginalized women have been sensitized to the physiological and psychological changes associated with		

participated in health awareness workshops	adolescence. - (100) marginalized women have been sensitized to the problems of GBV and early marriage - (100) marginalized women have been sensitized about raising children. - (100) marginalized women have been informed about chronic diseases and how to prevent and treat them.		Association and partners, especially with materials and price fluctuations -Ability to attract a well-qualified staff.
Target 3.2 Improved opportunities for marginalized women in education	- A number of women who have had an educational opportunity	- Progress Report - The final report - Evaluation report - Success stories	
Output 3.2.1 Capacities of women has built on key training topics linked to local and international market needs	- (300) women attended the training courses.	- Progress report - The final report - Training material - List of trainees - Training Evaluation	
Target 3.3 Legal empowerment of marginalized women	-A number of women become aware of the institutions that adopt legal issues	- Progress Report - the final report - Evaluation report - Success stories	
Output 3.3.1 Marginalized women have been trained on women's rights and equality in Palestinian laws and international covenants	- 150 marginalized women have been trained on women's rights and equality in Palestinian laws and international conventions annually	- Progress report - The final report - Training material - List of trainees - Training Evaluation	
Output 3.3.2 legal counseling has been	- 100 women attended individual and collective legal sessions	- Progress report - the final report	

provided.		- attendance list	
Output 3.3.3 Representation of women in courts through referral system	- 30 women whose cases were represented in the courts	- Progress report - the final report	
Target 3.4 Improved psychosocial status of marginalized women	A number of women whose psychosocial status has been improved	- Progress report - The final report - Evaluation report - Success stories	
Output 3.4.1 The vulgar women may have received emotional support and emptying themselves	60% of women have attended emotional support and discharge sessions every year	- Progress report - the final report - Reports of psychological support sessions	
Output 3.4.2 Women have attended recreational activities	- 300 women have attended (5) open days annually - 200 women attended (4) recreational trips annually - 50 women attended (1) Ramadan evenings annually	- Progress report - the final report - Reports of recreational activities	

4th Program: Child Protection Program (2016-2020):

Logical Intervention	Indicators	Means of verifications	Assumptions
4th Strategic Objective: To contribute in child protection interventions through the development of children's abilities and skills			
Target 4.1: Create a sensitive environment to help children organize themselves to claim and protect their rights.	-Number of marginalized children benefiting from the child's club -Number / percentage of marginalized children who improve their psychosocial.	<ul style="list-style-type: none"> - Progress report - the final report - Evaluation report 	<ul style="list-style-type: none"> - Stability of the political situation. - Decreased Israeli attacks - The crossings are open. - Decreased internal security disturbances - Improving the economy and financial conditions affecting the work of the association and partners, especially with regard to the presence of materials and
Output 4.1.1: The Children's Club has been equipped with educational, cultural and entertainment angles	-Computer corner with internet -Handicraft angle -Art corner -Gaming angle -TV angle -Library angle -The angle of folklore (poetry and anecdotes)	<ul style="list-style-type: none"> - Progress reports - the final report - Procurement Documents 	
Output 4.1.2: Marginalized children attended educational, educational, cultural and recreational activities.	<ul style="list-style-type: none"> - 100 children improved their knowledge about community participation, human rights, child rights, non-violence, health and the environment. - (50)marginalized children participated in summer camp annually 	<ul style="list-style-type: none"> - Progress reports - The final report - Report on the activities of summer camps - Flight reports - Children's competitions report 	

Output 4.1.:3 Marginalized children attended individual and group psychosocial support sessions.	<ul style="list-style-type: none"> - (20) marginalized children attending individual psychosocial support sessions - (60) marginalized children and psychosocial support group sessions. 	<ul style="list-style-type: none"> - Progress reports - the final report - Reports of individual and group psychosocial support sessions. 	<ul style="list-style-type: none"> - changing prices in the market. - Ability to attract a well qualified staff.
Target 4.2: Improve the educational level of marginalized children with learning disabilities	<ul style="list-style-type: none"> - A number / percentage of marginalized children with learning difficulties who improve their educational level. 	<ul style="list-style-type: none"> - Progress report - the final report - Evaluation Report 	
Output 4.2.1: Marginalized children with learning disabilities have attended strengthening classes.	<ul style="list-style-type: none"> - (100) marginalized children with learning disabilities have received reinforcement classes 	<ul style="list-style-type: none"> - Program documents - List of children with reinforcement classes 	
Output 4.2.2: Follow-up visits to follow up marginalized children with learning disabilities	<ul style="list-style-type: none"> - (100)marginalized children with learning disabilities benefited from follow-up visits in their homes 	<ul style="list-style-type: none"> - Program documents - Schedule of field visits 	
Output 4.2.3: Mothers of marginalized children with learning disabilities received training on how to deal with the curriculum	<ul style="list-style-type: none"> - (50) mothers of marginalized children with learning disabilities were trained on how to deal with the curriculum and how to manage the child's time 	<ul style="list-style-type: none"> - Progress reports - -the final report - Training Manual - List of trainees - Evaluation of training 	
Target: 4.3: Promote community culture on children's rights and needs	<ul style="list-style-type: none"> - A number of parents and children of children enrolled in awareness sessions and provided a healthy e - A number of people who have been strengthened with the community 	<ul style="list-style-type: none"> - the final report - Progress report - Evaluation Report 	

	culture on the rights of the child annually		
Output 2.3.1: An advocacy / initiative campaign organized by the Society on children's issues, rights and needs.	(1) An advocacy campaign / initiative for the rights and needs of the children to be carried out annually, including: o Posters o brochures o murals o A play focusing on children's rights. o Visits to community actors	<ul style="list-style-type: none"> - Progress report. - The final report. - Brochures - Poster - Signs - Report on the campaign / initiative 	